

CONFIDENTIAL

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

DRAFT  
23 July 1974

MEMORANDUM FOR: Mr. Colby

THROUGH

General Graham

SUBJECT : The Murphy Commission

1. In your meeting today with Ambassador Murphy, Kent Crane, and Fisher Howe, the Ambassador will probably discuss the substance of the Commission's proposed study on intelligence as well as modalities and the people who will be involved. The study is intended to focus on the key issues of (a) the role of intelligence, (b) what actions are appropriate to this role, and (c) the role of the Director of Central Intelligence. The study is expected to be in two parts. The first is to consist of six analytical "issue papers," and the second to be an "all source" review of previous studies and recommendations on the intelligence community.

2. The six papers in the first part are to be under the general direction of William Harris of the Rand Corporation. The first two papers are to be written by William Barnds and are likely to be the real meat of the study. The titles, "Intelligence Functions" and "Intelligence and Policymaking in the Institutional Context," are so broad as to include almost anything, but Barnds expects to focus on relations between intelligence consumers and producers, the role of the intelligence analyst, the way in which requirements are determined,

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

and the role of competition and coordination in intelligence analysis. The third paper in this part is tentatively titled "Innovation in Intelligence Production." It is to be written by Clinton Kelly and is to discuss techniques for evaluating intelligence products and forecaster performance as well as to examine new fields for intelligence research such as food production, population studies, etc. The fourth paper will be written by Harris who will draw on his law background to study "The Authority for the Conduct and Management of Foreign Intelligence." Robert Macy is to do the fifth paper, "Intelligence Resource Management," which will address both efficient resource allocation and the Director's ability to make decisions and manage resources appropriated to other agencies. The sixth paper, "Clandestine Operations and Covert Action," has no assigned author as yet, although I understand that John Bross has been approached on an informal basis. This paper will discuss the pros and cons of maintaining a capability for covert action, the relationship between covert action and human intelligence collection, and the problems of command and control inherent in highly compartmented operations.

3. The other part of the study, the "all-source" review, will be done by Kent Crane in his role as Project Director. His role and the various relationships between the Commission and members of the Intelligence Community are likely to be the Ambassador's second main topic of conversation. Crane, whether he wants to be or not, is officially under the direction of Fisher Howe and this should be made clear in the meeting. Next, Crane would very much like to have "staff assistance

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

and support" from the Agency. I doubt that any hearts -- other than Mr. Crane's -- would be broken were this request refused. (Moreover, Mr. Crane is reputedly not much on doing his own legwork, and the lack of a staff assistant might be a most effective rein on his enthusiasm.) Third, the Ambassador will probably ask for some indication that the people he is proposing to deal with are acceptable and will be granted access to records and to the people whom they wish to interview. He will also ask for assistance in getting them updated security clearances.

STATOTHR

STATOTHR

25X1A

25X1A

25X1A

CONFIDENTIAL

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

STATINTL

Tom Reckford reports that Ambassador Murphy is "deeply concerned and upset" at the present state of affairs. He seems generally satisfied with the substance of the proposed studies, but has so far not resolved the relationships on the staff between Crane, Howe, and the Dean. Murphy intends to consult with Admiral Anderson and some of his other friends on PFIAB and there is an outside chance he might call Mr. Colby on an informal basis. Murphy plans to leave town today, but that doesn't guarantee he'll resolve the issue before he leaves.

7/24  
(DATE)

Approved For Release 2002/11/22 : CIA-RDP80M01133A001000060010-1

STATINTL

22 July 1974

NOTE FOR THE DIRECTOR

Bill:

Attached for your meeting with Murphy is the best current info [ ] has been able to get on the course of the study. We've also attached the terms of reference for the Commission. After the discussion tomorrow we probably should have a strategy session on how we want to interface on this one.

STATINTL



STATINTL

Attachments